

**ADMINISTRATIVE - INTERNAL USE ONLY**

11 September 1972

MEMORANDUM FOR: Director of Personnel

SUBJECT : Increased Mobility and Vacancy Notices

1. The attachments represent an effort to get at the principal remaining issues handed us by the Executive Director-Comptroller: increased mobility and vacancy notices. You will recall the Executive Director-Comptroller briefed us on these subjects together in replying to our earlier paper.

2. Most of his comments relate to our paper on rotation, although they include a statement in the Director's endorsement of vacancy notices to the extent possible.

3. I think it somewhat moot whether we go forth with separate Agency Notices or combine both subjects in a single piece. Accordingly, I have provided both versions. If we bog down on rotation, I see an advantage in starting with a paper on vacancy notices, inasmuch as this issue is somewhat easier to deal with and SPD indicates recent attempts to expand the use of vacancy notices have been favorable. On the other hand, I view vacancy notices as one of a number of approaches that should be used to increase mobility within the Agency, and I share the apparent view of the Executive Director-Comptroller that both subjects are so closely interrelated that they should be dealt with jointly. By doing so, we would avoid the burden of having to sell separate systems. From a justification standpoint, each is supportive of the other.

4. In combining information on vacancy notices with material on increased mobility, I relied upon the procedures contained in the Vacancy Notice draft prepared by Chief, SPD. I am aware that he and the DD/Pers/R&P may wish to take another look at the specifics that should be incorporated in an Agency Notice on this subject, and I defer to them regarding whatever modifications might be required.

5. With respect to increased mobility and rotation, the Executive Director-Comptroller asked us to work out the particulars in our briefing sheet on this subject to the extent feasible. In essence, we suggested the following, and I have included coverage of these items in the attachment:

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a. Each Career Service should annually devise its own mobility and rotation plan and report to the Deputy Director concerned on progress made. (The point here is to get them to routinely do something and have the Deputies review and post-audit their actions.)

b. Provision be made for Career Service Heads to negotiate transfers across Career Service lines with Deputy Directors and the Executive Director-Comptroller resolving controversies as required. (This is nothing unusual, but engineering a climate facilitating actual efforts in this direction is badly needed, however difficult.)

c. The Director of Personnel should provide better job counseling service and be required to negotiate a change in assignment for an employee whenever the Director of Personnel believes that the employee is a potential loss or can be used more advantageously in the Agency. (I believe the time is not yet right for the D/Pers to unilaterally invoke actions compelling the reassignment of individuals against the wishes of a Career Service or Career Services. It may be that we can do this later on after first establishing a more favorable climate for moving people across Career Service lines than now exists. In any event, this subject deserves careful and separate development, that can probably best be rationalized in connection with an Employees' Services Center.)

4. 6. If we are to achieve, for the first time, a significantly improved <sup>mobility</sup> rotation program in the Agency, we will have to attack the basic inhibitions against it; namely, the relative autonomy of Career Services and the skepticism in this Agency that rotation can work. We do not need new concepts or formats; we need a strong statement of intent by the Agency's senior officers and a simple requirement placed upon the Career Services to actually work at the process of accomplishing rotations that <sup>personnel</sup> would be helpful in filling a priority assignment or moving an employee for developmental reasons. Thus, the attached Notice is written for the signature of the Executive Director-Comptroller in language that hopefully conveys sincere interest in increased mobility by ~~both him~~ and the Deputy Directors. Second, it encourages Career Service Heads to try ~~rotations~~ <sup>proceeds</sup> outside their areas, in consonance with this spirit. Third, it puts the Deputy Directors in the business of checking on Career Service Heads to insure that they spend the time and effort to achieve needed transfers across Career Service lines. If we can achieve these purposes, increased mobility is possible; if we cannot, no amount of new devices or gimmicks is likely to help.

7. I will provide drop copies to DD/Pers/R&P and C/SPD.

SIGNED

Chief, Plans Staff

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2 Atts

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